

State of Alaska FY2005 Governor's Operating Budget

Department of Health and Social Services Front Line Social Workers Component Budget Summary

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Component: Front Line Social Workers

Contribution to Department's Mission

The Front Line Social Workers component provides services to carry out the legal mandates of the department to prevent and remedy abuse, neglect, and the exploitation of children.

Core Services

The Front Line Social Worker component delivers child protective services that include investigation of reports of harm; crisis intervention; assessment of the risk of future harm in the absence of intervention; family strength and needs assessment; and case planning. Additional functions are assessing progress toward achieving case plan goals; initiating legal action to protect children; monitoring the implementation of treatment plans; and coordinating services. Services of the Front Line Social Workers component also include arranging out-of-home care, when appropriate and necessary, in the least restrictive setting and arranging alternative permanent placement for children when a return home is not possible.

Primary activities include family-centered services that focus on the family rather than the individual. These services assist families in regaining or maintaining autonomy; arranging for family preservation and family reunification services by grant and contract agencies; and licensure of foster homes, residential care facilities and child care facilities.

As of October 2003, the department was providing services to 2,026 children in custody and in out-of-home care. There were approximately 650 children in non-relative foster care and 901 placed in relatives' homes.

FY2005 Resources Allocated to Achieve Results

FY2005 Component Budget: \$28,737,600

Personnel:

Full time 375

Part time 2

Total 377

Key Component Challenges

Reduce High Caseloads: The final Child and Family Services Federal Review included a number of recommendations to improve Alaska's child protection system. One such recommendation was the need for additional child protection workers to reduce the high caseloads carried by the front line staff. The current high number of cases prevent the division's child protection workers from responding to all reports of harm, are a significant factor in explaining high employee turnover, and bar social workers from meeting with clients even one time per month. The Federal Review also identified the need for enhancements to current programs and quality assurance. The proposed FY2005 budget includes an increment for the Front Line Social Worker component to address high caseloads and quality assurance, that is also critical to the successful implementation of OCS' federally mandated Program Improvement Plan.

Reduce Time Spent by Social Workers Completing Paperwork: Transcription Services save workers on average 7.5 hours, or one work day per week, less completing paperwork. This in turn allows social workers to spend more time with clients, families and service providers, including foster parents. Transcription Services also accurately document the case actions and activities, and improves communication with system partners and other service providers.

Increase Federal Title IV-E Revenue: The Office of Children's Services is reimbursed from the Federal Title IV-E program for direct services OCS provides when removal of a child from their home is necessary to protect the child. As the number of children certified as eligible for Title IV-E benefits increases, the federal reimbursement rate and federal receipts OCS claims increases. As part of its continuing efforts to increase the number of children qualified for Title IV-E

benefits, Eligibility Technicians in the Front Line Social Worker component focus on timely and accurate Title IV-E eligibility determination and benefit authorizations for OCS clients.

Smooth the Transition from Foster Care to Independent Living: The OCS intends to utilize federal funds to provide independent living services to youth who are transitioning from foster care to independence. Youth who "age out" of the foster care system are often ill prepared to live independently. They may not have strong family or community ties that help one shift to self-sufficiency. One goal of the Independent Living Program is to provide an individual assessment of the needs of the youth along with the skills and resources needed to become a successful adult.

Develop A Comprehensive Quality Assurance System: The office aims to develop a quality assurance program that is broad in scope, able to assess practice and outcomes as well as compliance. The division's goals for a quality assurance program include the ability to use data, information and results to affect positive changes in policy and case practice as well as compliance with federal, state and agency requirements. In the proposed FY2005 budget OCS has requested 2 full-time positions critical to the success of its Quality Assurance System.

Reduce Employee Turnover: The division will continue efforts to reduce employee turnover and to recruit new employees. Such efforts include training provided by the Children's Services Staff Training Academy, the Bachelors of Social Work stipend program, and the "back-to-school" Masters of Social Work program.

Significant Changes in Results to be Delivered in FY2005

The Office of Children's Services plans to improve services to children and families with the development of a Quality Assurance System as addressed in the division's Program Improvement Plan. OCS anticipates the system will focus on outcomes, involve a broad range of stakeholders, and facilitate continuous improvement in services provided to children and families.

With the addition of 26 new staff including 20 social workers, OCS should be able to reduce caseloads for social workers from 24 to 21 cases. A reduction in caseloads will have a significant positive impact on OCS' progress in the Performance Improvement Plan. The division also anticipates a decline in caseloads would improve the basic function and activities performed by social workers. Services that support children and families such as investigation of reports of harm, crisis intervention and case planning would be addressed more promptly when child protection workers manage fewer cases. The office would anticipate decreased risk of harm to children, decreased stays in foster care, a decreased number of foster care placements per child, and decreased foster care costs. The division would also look for the length of time children remain in state custody to lessen, as child protection workers are better able to focus on the treatment goals, case planning, and case management functions that release children from state custody.

Major Component Accomplishments in 2003

Participated in the Alaska Adoption Exchange: The Alaska Adoption Exchange promotes earlier identification of children in the system waiting and potential families wanting them. The Exchange lists children in custody who are available now or soon will be available for adoption, as well as potential adoptive families who are considered for placements of special needs children. The Adoption Exchange creates a mechanism for different OCS workers to know about other children and potential adoptive families in the state.

Statutory and Regulatory Authority

| | |
|----------|---|
| AS 47.05 | Administration of Welfare, Social Services, and Institutions. |
| AS 47.10 | Children in Need of Aid. |
| AS 47.17 | Child Protection. |
| 7 AAC 50 | Community Care Licensing |
| 7 AAC 51 | Child Placement Agencies |
| 7 AAC 53 | Social Services |

Titles IV-B and IV-E of the Social Security Act

| Contact Information |
|---|
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Front Line Social Workers Component Financial Summary

All dollars shown in thousands

| | FY2003 Actuals | FY2004 Authorized | FY2005 Governor |
|-----------------------------------|-----------------|-------------------|-----------------|
| Non-Formula Program: | | | |
| Component Expenditures: | | | |
| 71000 Personal Services | 19,998.3 | 22,258.5 | 24,827.8 |
| 72000 Travel | 259.6 | 172.5 | 159.5 |
| 73000 Contractual | 2,168.3 | 3,057.5 | 3,092.0 |
| 74000 Supplies | 207.0 | 164.3 | 195.5 |
| 75000 Equipment | 43.7 | 35.0 | 217.0 |
| 76000 Land/Buildings | 0.0 | 0.0 | 0.0 |
| 77000 Grants, Claims | 0.0 | 0.0 | 245.8 |
| 78000 Miscellaneous | 0.0 | 0.0 | 0.0 |
| Expenditure Totals | 22,676.9 | 25,687.8 | 28,737.6 |
| Funding Sources: | | | |
| 1002 Federal Receipts | 10,596.9 | 12,359.1 | 15,492.2 |
| 1003 General Fund Match | 2,619.9 | 2,737.4 | 2,830.5 |
| 1004 General Fund Receipts | 6,709.0 | 7,692.0 | 8,661.6 |
| 1007 Inter-Agency Receipts | 2,602.5 | 2,750.7 | 1,604.7 |
| 1037 General Fund / Mental Health | 148.6 | 148.6 | 148.6 |
| Funding Totals | 22,676.9 | 25,687.8 | 28,737.6 |

Estimated Revenue Collections

| Description | Master Revenue Account | FY2003 Actuals | FY2004 Authorized | FY2005 Governor |
|---------------------------------|------------------------|-----------------|-------------------|-----------------|
| Unrestricted Revenues | | | | |
| None. | | 0.0 | 0.0 | 0.0 |
| Unrestricted Total | | 0.0 | 0.0 | 0.0 |
| Restricted Revenues | | | | |
| Federal Receipts | 51010 | 10,596.9 | 12,359.1 | 15,492.2 |
| Interagency Receipts | 51015 | 2,602.5 | 2,750.7 | 1,604.7 |
| Restricted Total | | 13,199.4 | 15,109.8 | 17,096.9 |
| Total Estimated Revenues | | 13,199.4 | 15,109.8 | 17,096.9 |

**Summary of Component Budget Changes
From FY2004 Authorized to FY2005 Governor**

All dollars shown in thousands

| | <u>General Funds</u> | <u>Federal Funds</u> | <u>Other Funds</u> | <u>Total Funds</u> |
|--|----------------------|----------------------|--------------------|--------------------|
| FY2004 Authorized | 10,578.0 | 12,359.1 | 2,750.7 | 25,687.8 |
| Adjustments which will continue current level of service: | | | | |
| -Transfer funds previously paid through RSA from HCS Medicaid State Programs | 0.0 | 1,314.6 | 0.0 | 1,314.6 |
| -Transfer position savings from AK Pioneer Homes to FLSW for Program Improvement Plan | 160.0 | 0.0 | 0.0 | 160.0 |
| -Transfer Out Federal Funds for CSM RSA Transferred to FLSW from HCS Medicaid State Programs | 0.0 | -91.1 | 0.0 | -91.1 |
| -Changes to Retirement and Other Personal Services Rates | 379.0 | 387.0 | 79.0 | 845.0 |
| Proposed budget decreases: | | | | |
| -Department-wide travel reduction | -5.4 | -6.1 | -1.5 | -13.0 |
| -Increase other agency participation-UAA or Dept of Law | -135.0 | 0.0 | 0.0 | -135.0 |
| -Reduce Duplicative I/A Authorization | 0.0 | 0.0 | -1,223.5 | -1,223.5 |
| Proposed budget increases: | | | | |
| -Children and Family Service Review Program Improvement Plan Positions | 664.1 | 1,528.7 | 0.0 | 2,192.8 |
| FY2005 Governor | 11,640.7 | 15,492.2 | 1,604.7 | 28,737.6 |

Front Line Social Workers Personal Services Information

| Authorized Positions | | | Personal Services Costs | |
|----------------------|------------------------------------|----------------------------------|----------------------------------|-------------------|
| | <u>FY2004</u> <u>Authorized</u> | <u>FY2005</u> <u>Governor</u> | | |
| Full-time | 352 | 375 | Annual Salaries | 17,605,535 |
| Part-time | 4 | 2 | Premium Pay | 554,559 |
| Nonpermanent | 0 | 0 | Annual Benefits | 8,069,727 |
| | | | <i>Less 5.35% Vacancy Factor</i> | (1,402,021) |
| | | | Lump Sum Premium Pay | 0 |
| Totals | 356 | 377 | Total Personal Services | 24,827,800 |

Position Classification Summary

| Job Class Title | Anchorage | Fairbanks | Juneau | Others | Total |
|------------------------------|------------|-----------|-----------|------------|------------|
| Accounting Clerk I | 0 | 0 | 0 | 1 | 1 |
| Accounting Clerk II | 2 | 3 | 1 | 0 | 6 |
| Administrative Assistant | 1 | 2 | 0 | 1 | 4 |
| Administrative Clerk I | 2 | 0 | 0 | 0 | 2 |
| Administrative Clerk II | 12 | 7 | 2 | 14 | 35 |
| Administrative Clerk III | 3 | 1 | 1 | 3 | 8 |
| Administrative Manager I | 0 | 0 | 1 | 1 | 2 |
| Administrative Manager II | 1 | 1 | 0 | 0 | 2 |
| Childrens Services Manager | 1 | 1 | 1 | 1 | 4 |
| Childrens Services Spec I | 7 | 4 | 4 | 11 | 26 |
| Childrens Services Spec II | 11 | 3 | 2 | 12 | 28 |
| Community Care Lic Spec I | 8 | 5 | 1 | 3 | 17 |
| Community Care Lic Spec II | 1 | 1 | 0 | 2 | 4 |
| Elig Technician I | 2 | 0 | 0 | 2 | 4 |
| Elig Technician II | 2 | 2 | 1 | 0 | 5 |
| Elig Technician IV | 1 | 0 | 0 | 0 | 1 |
| Mntl Hlth Clinician II | 0 | 0 | 1 | 0 | 1 |
| Mntl Hlth Clinician III | 1 | 1 | 0 | 1 | 3 |
| Nurse IV (Psych) | 2 | 1 | 1 | 1 | 5 |
| Project Asst | 1 | 0 | 0 | 0 | 1 |
| Social Services Associate I | 4 | 2 | 0 | 1 | 7 |
| Social Services Associate II | 10 | 2 | 2 | 10 | 24 |
| Social Worker I (Cs) | 1 | 2 | 3 | 7 | 13 |
| Social Worker II (Cs) | 51 | 18 | 6 | 45 | 120 |
| Social Worker IV (Cs) | 18 | 7 | 3 | 18 | 46 |
| Social Worker V (Cs) | 3 | 2 | 1 | 2 | 8 |
| Totals | 145 | 65 | 31 | 136 | 377 |